

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT		1. CONTRACT ID CODE		PAGE OF PAGES 1 2	
2. AMENDMENT/MODIFICATION NO. 000003		3. EFFECTIVE DATE 02/14/2008		4. REQUISITION/PURCHASE REQ NO.	
5. PROJECT NO. (If applicable)		6. ISSUED BY FAA AWA 800 Independence Avenue, S.W. Washington DC 20591		7. ADMINISTERED BY (If other than Item 6) FAA AWA 800 Independence Avenue, S.W. Washington DC 20591	
8. NAME AND ADDRESS OF CONTRACTOR (No., street, county, State and ZIP Code)		(x) 9A. AMENDMENT OF SOLICITATION NO. DTFAWA-07-R-00024		9B. DATED (SEE ITEM 11) 11/23/2007	
CODE		FACILITY CODE		10A. MODIFICATION OF CONTRACT/ORDER NO.	
				10B. DATED (SEE ITEM 13)	

11. THIS ITEM ONLY APPLIES TO AMENDMENTS OF SOLICITATIONS

☒ The above numbered solicitation is amended as set forth in Item 14. The hour and date specified for receipt of Offers ☒ is extended. ☐ is not extended.
 Offers must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation or as amended, by one of the following methods: (a) By completing Items 8 and 15, and returning _____ copies of the amendment; (b) By acknowledging receipt of this amendment on each copy of the offer submitted; or (c) By separate letter or telegram which includes a reference to the solicitation and amendment number. FAILURE OF YOUR ACKNOWLEDGEMENT TO BE RECEIVED AT THE PLACE DESIGNATED FOR THE RECEIPT OF OFFERS PRIOR TO THE HOUR AND DATE SPECIFIED MAY RESULT IN REJECTION OF YOUR OFFER. If by virtue of this amendment you desire to change an offer already submitted, such change may be made by telegram or letter, provided each telegram or letter makes reference to the solicitation and this amendment, and is received prior to the opening hour and date specified.

12. ACCOUNTING AND APPROPRIATION DATA (If required.)

13. THIS ITEM APPLIES ONLY TO MODIFICATIONS OF CONTRACTS/ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS DESCRIBED IN ITEM 14.

(x)	A. THIS CHANGE ORDER IS ISSUED PURSUANT TO: (Specify authority) THE CHANGES SET FORTH IN ITEM 14 ARE MADE IN THE CONTRACT ORDER NO. IN ITEM 10A.
<input type="checkbox"/>	B. THE ABOVE NUMBERED CONTRACT/ORDER IS MODIFIED TO REFLECT THE ADMINISTRATIVE CHANGES (such as changes in paying office, appropriation date, etc.) SET FORTH IN ITEM 14.
<input type="checkbox"/>	C. THIS SUPPLEMENTAL AGREEMENT IS ENTERED INTO PURSUANT TO THE AUTHORITY OF:
<input type="checkbox"/>	D. OTHER (Specify type of modification and authority)

E. IMPORTANT: Contractor ☐ is not. ☐ is required to sign this document and return _____ copies to the issuing office.

14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings, including solicitation/contract subject matter where feasible.)

The Screening Information Request (SIR) for Financial Analysis and Support Service (FASS) is hereby amended as follows:

1. Page 1, Section A is revised to change the proposal submission date from February 7, 2008 to February 21, 2008 and to change the page numbers for Section M Evaluation Factors For Award to 116-122. The technical and cost proposals both must be submitted at Phase 1 on that date.

2. Page 94, Section L.6 Time, Date, Place and Submission of Proposals, (d) Time and Date, the date is changed from February 7, 2008 to February 21, 2008.

Continued ...

Except as provided herein, all terms and conditions of the document referenced in Item 9A or 10A, as heretofore changed, remains unchanged and in full force and effect.

15A. NAME AND TITLE OF SIGNER (Type or print)		16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print) Katherine M. Williams	
15B. CONTRACTOR/OFFEROR (Signature of person authorized to sign)	15C. DATE SIGNED	16B. CONTRACT AUTHORITY (Signature of Contracting Officer)	16C. DATE SIGNED

CONTINUATION SHEET

REFERENCE NO. OF DOCUMENT BEING CONTINUED
DTFAWA-07-R-00024/000003PAGE OF
2 2

NAME OF OFFEROR OR CONTRACTOR

ITEM NO. (A)	SUPPLIES/SERVICES (B)	QUANTITY (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
	<p>3. Page 108, Section L.17 Volume 4 - Oral Presentation Briefing Package, fifth paragraph, first sentence is revised to "There will be 3-5 sample Task Orders provided for Offerors to prepare their plans for the oral briefings".</p> <p>4. Page 116, Section M.1 General (a) is revised to Technical Proposal and Cost Proposal (Phase 1)</p> <p>5. Page 116, Section M.2 Evaluation Criteria and the Basis For Award, the second sentence is revised to "The offeror's technical proposal and oral presentation are considered to be significantly more important than the cost proposal."</p> <p>6. Page 118, Section M.2 Evaluation Criteria And The Basis For Award, Past Performance and Credentials (Phase 1) is Factor 6.</p> <p>7. Page 120, Section M.2, #3 Cost Proposal (Submitted at Phase 1 & evaluated at Phase 2) second sentence, is revised to, "Unrealistically low proposed costs may be grounds for elimination of the offeror from competition on the basis that the offeror does not understand the requirements."</p> <p>8. Page 120, Section M.2, #4 Basis of Award second paragraph, first sentence is revised to, "Final award of the FASS contract will be based on the combined results of the Phase 1 and 2 evaluations, as well as the total evaluated cost and fixed fee." Last paragraph is revised to "These combined technical considerations have greater weight than the evaluated total estimated cost and fixed fees in the determination of which proposal is most advantageous."</p> <p>9. Section M is revised to add #5. Evaluation Process (Phase 2) on page 120 and #6. Definitions on page 121.</p> <p>10. Amendment 000002, Sol# DTFAWA-07-R-00024 FAA Financial Analysis Support Services Questions/Request for Clarification, page 4, #19 Response, change last sentence to: Responses from the Past Performance Questionnaires must be received by the FAA no later than March 3, 2008 in order to be considered.</p> <p>Replacement pages are attached. Replace the previous pages provided.</p> <p>All other terms, conditions and provisions of the SIR remain unchanged except as provided in this modification.</p>				

SOLICITATION, OFFER AND AWARD

1. THIS CONTRACT IS A RATED ORDER

☐ Yes☐ No

RATING

PAGE

1

OF PAGES

122

2. CONTRACT NO.

3. SOLICITATION NO.

DTFAWA-07-R-00024

4. THIS IS A:

SMALL BUSINESS SET-ASIDE

☒ YES☐ NO

5. DATE ISSUED

6. REQUISITION/PURCHASE NO.

7. ISSUED BY:

Federal Aviation Administration
Services Contracts Group, AJA-48
800 Independence Avenue, SW
Washington, DC 20591

8. ADDRESS OFFER TO (If other than Block 7)

SOLICITATION

9. Offers in original and _____ copies for furnishing the supplies or services in the Schedule will be received at the place in the depository specified in Item 8, or if hand-carried located in FAA, 800 Independence Avenue, SW, DC 20591, Room 406 until 2:00pm local time 02/21/08
(Hour) (Date)

CAUTION - LATE Submissions, Modifications, and Withdrawals: See Section L.

10. FOR INFORMATION

CALL:

A. NAME

Katherine M. Williams

B. TELEPHONE NO. (Include area code) (NO COLLECT CALLS)

(202) 267-3669

11. TABLE OF CONTENTS

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<input checked="" type="checkbox"/>	H	SPECIAL CONTRACT REQUIREMENTS	28-40				

OFFER (must be fully completed by Offeror)

12. In compliance with the above, the undersigned agree, if this offer is accepted within _____ calendar days (60 calendar days unless a different period is inserted by the Offeror) from the date for receipt of offers specified above, to furnish any or all items upon which prices are offered at the price set opposite each item, delivered at the designated point(s), within the time specified in the schedule.

13. DISCOUNT FOR PROMPT PAYMENT (See Section I, Clause No. 3.3.1-6)	10 CALENDAR DAYS %	20 CALENDAR DAYS %	30 CALENDAR DAYS %	_____ CALENDAR DAYS %
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14. ACKNOWLEDGMENT OF AMENDMENTS (The Offeror acknowledges receipt of amendments to the SOLICITATION for Offerors and related documents numbered and dated)	AMENDMENT NO.	DATE	AMENDMENT NO.	DATE

15A. NAME AND ADDRESS OF OFFEROR	16. NAME AND TITLE OF PERSON AUTHORIZED TO SIGN OFFER (Type or print)
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15B. TELEPHONE NO. (Include area code)	15C. CHECK IF REMITTANCE ADDRESS IS DIFFERENT FROM ABOVE - ENTER SUCH ADDRESS IN SCHEDULE <input type="checkbox"/>	17. SIGNATURE	18. OFFER DATE
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AWARD (To be completed by Government)

19. ACCEPTED AS TO ITEMS NUMBERED	20. AMOUNT	21. ACCOUNTING AND APPROPRIATION DATA
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22. RESERVED	23. SUBMIT INVOICES TO ADDRESS SHOWN IN (4 copies unless otherwise specified)	ITEM
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24. ADMINISTERED BY (if other than item 7)	25. PAYMENT WILL BE MADE BY
--	-----------------------------

26. NAME OF CONTRACTING OFFICER (Type or print)	27. UNITED STATES OF AMERICA	28. AWARD DATE
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PART IV – SECTION L
INSTRUCTIONS, CONDITIONS AND NOTICES TO OFFERORS

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L.1 3.1-1 Clauses and Provisions Incorporated by Reference (September 2002)

This screening information request (SIR) or contract, as applicable, incorporates by reference one or more provisions or clauses listed below with the same force and effect as if they were given in full text. Upon request, the Contracting Officer will make the full text available, or offerors and contractors may obtain the full text via Internet at: <http://fast.faa.gov> (on this web page, select "Contract Writing/Clauses").

The following contract clause or clauses pertinent to this section are hereby incorporated by reference:

3.1.7-4	Organizational Conflict of Interest (March 2006)
3.2.2.3-1	False Statements in Offers (July 2004)
3.2.2.3-3	Affiliated Offers (July 2004)
3.2.2.3-6	Submittals in the English Language (July 2004)
3.2.2.3-7	Submittals in U.S. Currency (July 2004)
3.2.2.3-11	Unnecessarily Elaborate Submittals (July 2004)
3.2.2.3-12	Amendments to Screening Information Requests (July 2004)
3.2.2.3-13	Submission of Information/Documentation/Offers (July 2004)
3.2.2.3-14	Late Submissions, Modifications, and Withdrawals of Submittals (July 2004)
3.2.2.3-16	Restricting, Disclosing and Using Data (July 2004)
3.2.2.3-17	Preparing Offers (July 2004)
3.2.2.3-18	Prospective Offeror's Requests for Explanations
3.2.2.3-19	Contract Award (July 2004)
3.2.2.3-72	Announcing Competing Offerors (July 2004)
3.13-4	Contractor Identification Number—Data Universal Numbering System (DUNS) Number (August 1997)

L.2 CLAUSES AND PROVISIONS (FULL TEXT)

3.2.2.3-13 Submission of Information/Documentation/Offers (July 2004)

(a) The offeror (you) must submit information, documentation, and offers, including any modifications, in sealed envelopes or packages. No electronic submittals will be allowed for Phase 1 or Phase 2 of this procurement.

(1) Addressed to the office specified in the SIR, and

(2) Showing the time specified for receipt, the SIR number, and your name and address.

(b) You must submit Item samples, if required. This SIR includes provision 3.2.2.3-4, "Samples."

(End of provision)

3.2.4-1 Type of Contract (April 1996)

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The FAA contemplates award of one (1) Cost-Plus-Fixed Fee contract resulting from this Screening Information Request (SIR).

3.9.1-3 Protest (November 2002)

AS A CONDITION OF SUBMITTING AN OFFER OR RESPONSE TO THIS SIR (OR OTHER SOLICITATION, IF APPROPRIATE), THE OFFEROR AGREES TO BE BOUND BY THE FOLLOWING PROVISIONS RELATING TO PROTESTS:

(a) Protests concerning Federal Aviation Administration Screening Information Requests (SIRs) or awards of contracts shall be resolved through the Federal Aviation Administration (FAA) dispute resolution system at the Office of Dispute Resolution for Acquisition (ODR) and shall be governed by the procedures set forth in 14 C.F.R. Parts 14 and 17, which are hereby incorporated by reference. Judicial review, where available, will be in accordance with 49 U.S.C. 46110 and shall apply only to final agency decisions. A protestor may seek review of a final FAA decision only after its administrative remedies have been exhausted.

(b) Offerors initially should attempt to resolve any issues concerning potential protests with the Contracting Officer. The Contracting Officer should make reasonable efforts to answer questions promptly and completely, and, where possible, to resolve concerns or controversies. The protest time limitations, however, will not be extended by attempts to resolve a potential protest with the Contracting Officer.

(c) The filing of a protest with the ODR may be accomplished by mail, overnight delivery, hand delivery, or by facsimile. A protest is considered to be filed on the date it is received by the ODR.

(d) Only an interested party may file a protest. An interested party is one whose direct economic interest has been or would be affected by the award or failure to award an FAA contract. Proposed subcontractors are not "interested parties" within this definition.

(e) A written protest must be filed with the ODR within the times set forth below, or the protest shall be dismissed as untimely:

(1) Protests based upon alleged improprieties in a solicitation or a SIR that are apparent prior to bid opening or the time set for receipt of initial proposals shall be filed prior to bid opening or the time set for the receipt of initial proposals.

(2) In procurements where proposals are requested, alleged improprieties that do not exist in the initial solicitation, but which are subsequently incorporated into the solicitation, must be protested not later than the next closing time for receipt of proposals following the incorporation.

(3) For protests other than those related to alleged solicitation improprieties, the protest must be filed on the later of the following two dates:

(i) Not later than seven (7) business days after the date the protester knew or should have known of the grounds for the protest; or

(ii) If the protester has requested a post-award debriefing from the FAA, not later than five (5) business days after the date on which the FAA holds that debriefing.

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(f) Protests shall be filed at:

- (1) Office of Dispute Resolution (ODR), AGC-70,
Federal Aviation Administration,
800 Independence Ave., S.W.,
Room 323,
Washington, DC 20591,
Telephone: (202) 267-3290,
Facsimile: (202) 267-3720; or

- (2) Other address as specified in 14 CFR Part 17.

(g) At the same time as filing the protest with the ODR, the protester shall serve a copy of the protest on the Contracting Officer and any other official designated in the SIR for receipt of protests by means reasonably calculated to be received by the Contracting Officer on the same day as it is to be received by the ODR. The protest shall include a signed statement from the protester, certifying to the ODR the manner of service, date, and time when a copy of the protest was served on the Contracting Officer and other designated official(s).

(h) Additional information and guidance about the ODR dispute resolution process for protests can be found on the ODR Website at:

http://www.faa.gov/about/office_org/headquarters_offices/agc/pol_adjudication/agc70/

L.3 NAICS Code and Small Business Size Standard

The North American Industry Classification System Code for this acquisition is 541512, Computer Systems Design Services for small businesses eligible to receive contract award under this procurement. The small business size standard under the above NAICS code is \$23.5 million.

L.4 Source Selection Process

The FAA intends to issue a SIR that requests specific information from each Offeror. The Offeror(s) that provide(s) the greatest overall value to the FAA will be selected for award. The selection factors are not limited to price considerations, but also include technical considerations based on written proposals and oral briefings, risk assessment(s), and an assessment of past performance. Therefore, the proposal with the lowest total price proposal may not necessarily provide the greatest overall value to the FAA. However, the best technical proposal does not guarantee selection for award either.

Offeror's proposals will be evaluated in two Phases. The evaluation factors for each phase of the evaluation are specified in Section M.2., Evaluation Criteria and the Basis for Award. After Phase 1 of the evaluation, the Contracting Officer, after consultation with the team, will make the final determination on which offerors proceed to Phase 2 of the evaluation.

Based on information submitted by the Offeror, orally or in writing, if the Offeror does not have a reasonable chance of receiving this award, then that Offeror will be eliminated from further consideration. Any Offeror eliminated from further consideration will be officially notified in writing. Offerors that demonstrate a reasonable chance of receiving this award after Phase 1 will be provided

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with sample tasks that will be used to prepare for Phase 2 of the evaluation.

The two phases of the evaluation process are the following:

Phase 1: Technical Proposal, Cost Proposal and Past Performance

Phase 2: Oral Presentation

Final award of the Financial Analysis and Support Services (FASS) contract will be based on the combined results of Phase 1 and 2 Evaluations, as well as the total evaluated cost and fixed fee.

Individual teams will be assembled to conduct separate evaluations for each of the Offerors' submissions, i.e. a Technical Proposal and Past Performance Team, an Oral Presentation Team, and a Cost Team. Individuals from the Cost Team will not be permitted to participate on any of the other teams, and the Cost and Price Proposals will not be revealed to any of the other evaluation team members during the evaluation process.

The individual teams will evaluate Offerors' submissions according to the evaluation factors specified in Section M.2, Evaluation Factors. An assessment of the risks inherent in each offeror's proposal will also be provided to the Source Selection Official. At the conclusion of Phase 2 of the evaluation, individual teams will compile a report of their evaluations and present their findings to the Source Selection Official (SSO), who will then select the offer providing the greatest overall value to the FAA.

L.5 Projected Milestone Schedule

The following schedule is predicated on the SIR release, but is subject to change and thus is for planning purposes only:

PHASE 1

Release SIR to Offerors	T=0
Receive Proposals from Offerors	T+4 weeks
Commence Evaluation of Proposals	T+4 weeks
Determine eligible Offerors for Phase 2 Amendment to SIR Issued	T+10 weeks

PHASE 2

Briefing Package Submitted	T+12 weeks
Begin Oral Presentations	T+13 weeks
Complete Proposal Evaluation	T+15 weeks
Report Evaluation Results	T+19 weeks
Contract Award	T+23 weeks

Note: At present, it is the intent of the FAA not to solicit for Best and Final Offers, although we reserve the right to request them if the FAA believes it to be necessary. Offerors must therefore take caution in preparing their optimal submissions when requested.

L.6 Time, Date, Place and Submission of Proposals

a. Mailing Address:

Federal Aviation Administration
 ATTN: Katherine M. Williams, ATO-A

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Contracting Officer, AJA-48
Room 406
800 Independence Ave., S.W.
Washington DC 20591

b. Delivery Address: Proposals may be hand-carried, delivered by courier, Fed Ex, UPS, etc., to the Contracting Officer at the following address:

Federal Aviation Administration
ATTN: Katherine M. Williams, ATO-A
Contracting Officer, AJA-48
Room 406
800 Independence Ave., S.W.
Washington DC 20591
Phone: 202-267-3669

c. Questions or clarifications concerning any aspect of the SIR shall be submitted in writing to the Contracting Officer. Questions must make reference to the applicable section of the SIR. Offeror's questions and the Government's responses may form the basis for an SIR amendment. Questions must be received by the Contracting Officer, in writing, not later than one week after posting of SIR. Questions may be sent by mail to the address in (b) above or via Internet to Katherine.M.Williams@faa.gov. Telephonic questions will not be accepted.

d. Time and Date: Proposals must be received by the Contracting Officer at one of the above locations no later than 2:00 p.m Eastern Standard Time on February 7, 2008.

e. Signed Originals: One copy of both the technical and cost proposal must contain the signed original of all documents requiring signature by the Offeror. Five (5) additional copies of the technical proposal and two (2) copies of the cost proposal are also requested, Reproduction of signed originals is authorized for all other copies of the proposal.

f. Proposal Submission: Offerors assume full responsibility for ensuring that proposals are received at the place and by the date and time specified.

L.7 Offer Acceptance Period

The minimum offer acceptance period is 180 days after the required date of receipt of offers.

L.8 False Statements

Proposals must set forth accurate and complete information as required by this SIR, including attachments and amendments. The penalty for making false statements in proposals is prescribed in 18 U.S.C 1001.

L.9 Expenses Related to Offeror Submissions

This SIR does not commit the Government to pay for any costs incurred in the submission of any proposal or in making necessary designs or studies for the preparation thereof or to acquire or contract for any services.

L.10 Responsible Prospective Contractors

Notwithstanding the evaluation methodology outlined in this SIR, an Offeror must also be found to be responsible by the Contracting Officer prior to award of any resultant contract. As a minimum, a

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prospective contractor must:

- a. Have adequate financial resources to perform the contract, or the ability to obtain them before contract work begins;
- b. Be able to comply with the required proposed delivery or performance schedule, taking into account all other commercial and Government business commitments;
- c. Have a satisfactory performance record;
- d. Have a satisfactory record of integrity and business ethics;
- e. Have the necessary organization, experience, accounting and operational controls, or the ability to obtain them before contract work begins; and,
- f. Be otherwise qualified and eligible to receive an award under applicable laws and regulations.

L.11 Discussions with Offerors

Communications with potential Offerors may take place throughout the source selection process. The purpose of the communications is to ensure there are mutual understandings between the FAA and the Offerors on all aspects of the procurement. Information disclosed as a result of oral or written communications with an Offeror may be considered in the evaluation of an Offeror's submittal.

In accordance with FAA AMS policy, the FAA reserves the right to conduct discussions with specific Offerors, or with all Offerors, as circumstances warrant. Communication with one Offeror does not obligate the Government to hold communications with any other or all Offerors.

Certain topics of communications may necessitate amendments to the SIR. All Offerors will be so advised of the changes with a common cut-off date for any and all resulting Offeror revisions. If the FAA decides to utilize support contractors during the communications process, then the Contracting Officer will notify Offerors in writing. The name of the company, personnel and FAA contract number will be provided.

L.12 General SIR Instructions

Replies to this SIR must follow the outlines and instructions concerning format given in this paragraph, as well as other pertinent paragraphs in Section L.

Offerors must submit factual and concise written information as requested, as well as complete and substantiated price data to provide a basis for sound evaluation. Proposals should be specific enough to enable FAA evaluators to judge the technical ability of the Offeror to perform the SIR requirements. Proposals that merely offer to conduct a program in accordance with the FAA's requirements, as described in the SOW, will be considered unacceptable, as well as proposals that merely paraphrase the SOW or which use nonspecific phrases such as "in accordance with standard procedures" or "well known techniques."

Omission of a vague, or sketchy response to the requirements of the SIR may render a proposal incomplete, as it relates to the requirements of the solicitation and therefore may cause it to be found unacceptable for further consideration.

L.13 Submission of Offer and Other Information

In response to the SIR, each Offeror must submit the following:

- a. Submit a proposal;
- b. Submit past performance information by providing Government and/or industry point of contacts capable of evaluating the Offeror's performance;
- c. Submit other required information; and,
- d. Submit written price information.

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Additionally, Offerors selected for Phase 2 must provide an oral presentation and written copies of the presentation per section L.17. Presentations are NOT required until Offerors are notified.

L.13.1 Proposal Organization

The Offeror's proposal submission must consist of Volume 1 – Offer and Other Documents, Volume 2 - Technical Proposal, and Volume 3 – Cost Proposal and they must be organized as follows:

Phase 1 Submissions

Volume /Section	Title	Page Limit *	Number of Copies
Vol 1	Offer and Other Documents		Orig. + 2
	Table of Contents and Acronyms	N/A	
1.1	SIR Section A, OMB # 2120-059, Solicitation, Offer and Award – Signed	N/A	
1.2	SIR Section K, Representations, Certifications and Other Statements of Offerors – Signed	N/A	
1.3	Organizational Conflict of Interest Mitigation Plan, if applicable	N/A	
1.4	Business Declaration Form	N/A	
Vol 2	Technical Proposal (Sections 2.1, 2.2, 2.3, & 2.5)	210	Orig. + 5
	Table of Contents	N/A	
2.1	Knowledge & Demonstrated Experience with DOT/FAA Accounting Systems, Budgeting, Procurement, and Investment Analysis Policies & Procedures		
2.1.1	Introduction (1 Page)		
2.1.2	Contracts 1 and 2 – Experience in using ORACLE for specialized reports on DELPHI, and other FAA financial systems		
2.1.3	Contracts 3 and 4 – Cost Accounting and Budget Formulation		
2.1.4	Contracts 5 & 6 – Knowledge and Understanding of FAA IA policies and procedures		
	NOTE: This continues on the next page.		

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Volume /Section	Title	Page Limit *	Number of Copies
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2.2.1	Capability #1 - Identification		
2.2.2	Why It is Needed		
2.2.2.1	Key Sub-functions		
2.2.2.2	Brief Workplan		
2.2.2.3	Risks & Risk Mitigation Strategies		
2.2.2.4	Needed Resources		
2.2.2.5	Proposed Schedule		
2.2.3.	Capability #2 - Identification		
2.2.3.1	Why It is Needed		
2.2.3.2	Key Sub-functions		
2.2.3.3	Brief Workplan		
2.2.3.4	Risks & Risk Mitigation Strategies		
2.2.3.5	Needed Resources		
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2.2.4	Capability #3 - Identification		
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2.2.4.6	Proposed Schedule (and so on.....)		
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2.3.3	Project 2		
2.3.4	Project 3		
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- Page Limit N/A indicates there is no limitation to the number of pages, as the length is driven

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by the sections supplied within the SIR.

It is important to note that there are distinct page limits to the written proposal submitted in Phase 1. These page limits are:

1. Sections 2.1, 2.2, 2.3, & 2.5 – 210 pages in total. Offerors may decide how these pages will be allocated among the various sections.
2. Section 2.4 – 48 pages in total, exclusive of "commitment letters" that individuals sign indicating their willingness to accept a given position called for under this contract. Each resume for designated Key Personnel may be up to 4 pages in length, exclusive of any commitment letters. Of the 12 other resumes that may be submitted, Offerors are restricted to a 3 page limit on each resume, exclusive of any commitment letters. Offerors are also allowed up to 1 page for a covering "Introduction" to this Section of their proposal.
3. Section 2.6 – 12 pages in total.

Phase 2 Submissions

Volume/Section	Title	Page Limit *	Number of Copies
	Briefing Package	(See L.17 for time limits)	Orig. + 5

L.13.2 Proposal Presentation

Binding and Labeling – A binding cover sheet shall be affixed to each copy of each volume which clearly identifies each volume copy number (original or copy 3 of 5), solicitation number and identification, and Offeror's company name. All information shall also be on the binder spine to enable rapid accountability on a vertical storage shelf.

Indexing - Tab indexing shall be used to identify all proposal sections. Each volume shall be organized such that an extensive search of the proposal is not necessary for review. Information not in its appropriate section and not appropriately referenced may be assumed to be omitted.

Page Size, Type, Spacing and Numbering - Page size shall be 8.5 by 11 inches and may be printed on both sides with at least one inch margins, exclusive of the header and footer. Any double-sided pages will count as two pages. The type size shall be not less than 12 and shall not be compressed, with 1.5 line spacing. Fonts smaller than 12 and single spacing are acceptable for graphics, tables and diagrams, as long as they are easily readable. Oversized (up to 11 by 17 inch) paper is acceptable for graphics, tables and diagrams, but must be folded to fit within the binder and shall count as two pages. Graphics, tables and diagrams shall not be used to circumvent page count and should only be used to add pertinent information that can be evaluated. Each page within a volume shall be consecutively numbered. The FAA will not evaluate or read any information beyond the page limits in L.13.

L.14 Volume 1 – Offer and Other Documents

Table of Contents – The TOC must list what is contained in all three volumes as well as complete listing of all acronyms used.

Section 1.1 – Solicitation/Contract Form: OMB Form #2120-059 – Solicitation, Offer and Award with Blocks 13 through 18 completed by the Offeror, signed by a company representative authorized to contractually bind the company. In the block with the name and address, the Offeror must supply the Contractor Establishment Code (CEC) applicable to that name and address, if known by the Offeror.

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The number must be preceded by (CEC:). The CEC is a 9- digit code assigned by a Federal executive agency and should not be confused with some other number, such as the Federal Taxpayer Identification Number (TIN). The CEC currently uses the Dun and Bradstreet Universal Numbering System (DUNS).

Section 1.2 – Representations, Certifications and Other Statements of Offerors: The Offeror must complete section K of the SIR.

Section 1.3 – Organizational Conflict of Interest(s) Mitigation Plan: If applicable, the Offeror must explain proposed mitigation of any actual or perceived conflict of interest as prescribed in Clause H-33 FAA Organizational Conflict of Interest Policy Guidance. The Offeror must also provide the aforementioned information concerning any nominated teammate and/or subcontractor.

Section 1.4 – Business Declaration Form: A completed Business Declaration Form (last page of SIR) must be completed by the offeror.

Note: Alternate proposals are not authorized in response to this SIR. Any objection to the terms and conditions of this SIR may constitute a deficiency, which may render the offer unacceptable. In addition, the Offeror may only correct a deficiency through written discussions. As the FAA reserves the right to award a contract without discussions after submission of written proposals in accordance with FAA AMS, the Offeror is cautioned to consult with the Contracting Officer before submitting any offer that takes exception to any term or condition of this SIR. The FAA also reserves the right to conduct Offeror-specific discussions or to conduct discussions to permit Offerors to revise their proposals, if the Contracting Officer deems these measures appropriate and in the best interest of the FAA.

L.15 Volume 2 – Technical Proposal

15.1 Knowledge and Demonstrated Experience with DOT/FAA Accounting, Budgeting, and Investment Analysis Policies and Procedures - This will not be satisfied with a mere reiteration of the Statement of Work.

- Submit evidence on up to 2 prior or existing contracts (Contracts 1 & 2) in which DELPHI and/or other federal financial management systems were used in both the conduct and operations of the financial mission of the organization(s) you supported. Discuss and illustrate your experience in transforming financial data and management needs into functional capabilities in DELPHI, or other ORACLE-based federal financial systems.

Note: The FAA requires that all offerors demonstrate 3-4 years of organizational experience in working with ORACLE on federal financial systems, whether FAA or other federal agency.

- Identify the functions and responsibilities you performed in at least two (2) different contracts (Contracts 3 & 4) related to federal cost accounting data structures and integration in an ORACLE-based, federal financial system, Differentiate between the types of appropriations involved. Discuss your experience with either the specific FAA financial systems discussed below, or with other federal financial systems with similar functionality:
 1. DELPHI;
 2. REGIS;
 3. PRISM;
 4. FPPS;
 5. BXM;
 6. CRU-x;

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7. BET;
8. Resource Planning Documents (RPDs); and
9. Other financial management data and reporting systems that were used within the last 5 years to accomplish the financial management mission of the organization.
(Note: See the FAA Financial System definitions contained in Attachment J-5.)

- Describe how you have supported two (2) new program initiatives [Contract(s) 5 & 6], preferably within the FAA, within the last 4 years undergoing investment analysis and review board approval (or its equivalent) in the federal budgetary environment. Demonstrate your familiarity with AMS (or similar) policy and guidance that you used in the procedures followed. Provide names and phone numbers of individuals we can contact to verify your capabilities.

15.2 Knowledge of FAA Work Requirements and Constraints:

15.2.1: DELPHI is central to the accomplishment of the FAA ATO financial mission, yet still does not have the full capabilities or functionality to meet our requirements and organizational goals. Some discussion of its current capabilities is contained primarily (but not exclusively) in Section C of this SIR, Subsections 1.2.1 and 1.2.3.

Identify 5 key areas of new or increased functionality or capability you believe are necessary to enhance either DELPHI's abilities in improving the financial management functions and real time accounting of the Air Traffic Organization (ATO), other DOT offices, or the financial management abilities of other federal agencies using ORACLE-based financial management software:

Use the following format:

- a. Needed Capability
- b. Why it is Needed
- c. Key Sub-functions within this needed capability: How would this capability be used within the current financial management process?
- d. Brief Workplan: This should be a high-level description **only**. Describe how you would organize the work in developing the recommended specific technical requirements for this new capability in either DELPHI or other ORACLE-based federal financial software. The workplan would be focused on "how" you would organize needed resources to draft the recommended technical requirements and specifications for the needed change in the applicable ORACLE-based federal financial software or DELPHI.
- e. Labor resource needs - Identify the required labor skills, by category and the number of projected labor hours. If specialized expertise is required, identify the skills and level of effort required and how these skills will be obtained.
- f. Work Schedule and Proposed Deliverable Products - Note: The work schedule should assume a start date of "S", with subsequent milestones expressed as "S + number of needed weeks"

15.2.2 Describe your knowledge and experience for transforming business processes, technology, culture, and regulations in a systematic and integrated fashion. Specifically, describe your knowledge and experience with reengineering core business processes, explain how you would analyze, design, and integrate business processes and systems within an enterprise architecture integration, and tell how you would manage changes within a specific

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work place i.e. how would you prepare for change, manage change, and reinforce change.

15.2.3: Describe your involvement in the federal budget formulation and execution processes, as they relate to the Statement of Work (Section C, Sub-sections 1.2.2 and 1.2.3) of this Screening Information Request. Discuss through your knowledge, understanding and experience, how "Mission Needs" are identified, integrated, prioritized and authorized in the NAS through the FAA Headquarters and Service Areas. Once needs have been formalized in the Capital Investment Plan (CIP) (or other similar strategic planning document), what responsibilities did you perform through the budget execution process, to develop, track and report expenditures to the appropriate federal budget office?

15.2.4: Describe your real time cost accounting federal skills and expertise, including experience with the use, operation, and maintenance of ORACLE-based financial databases from the FAA, or other federal user perspective. Provide specific information as to how you used the databases, for what purpose(s), and how it was used by the federal agency you supported.

15.2.5 Identify your knowledge, understanding and experience with the relevance of strategic plans used by federal agencies (e.g., Capital Investment Plan (CIP) in relation to the NAS programs, strategic planning and budget authorization processes). Explain the relevance of the Capital Investment Plan (CIP) in relation to the NAS programs, or other federal strategic plans in relation to their corresponding programs. Describe your role in the preparation, analysis, and/or monitoring program progress. Illustrate the levels of internal and/or external coordination your firm practiced or believe will be needed in accomplishing your assigned duties.

- 15.3 **System Engineering Investment/Budgetary Evaluations:** Describe how you have used either the principles contained in the FAA Systems Engineering Manual

(http://www.faa.gov/about/office_org/headquarters_offices/ato/service_units/operations/sysengsaf/seman/) or the FAA NAS Architecture database (<http://www.nas-architecture.faa.gov/nas/home.cfm>) in the development or planning of three (3) federal program initiatives, preferably in the FAA, within the last 4 years. At least one (1) program initiative should involve a proposed lifecycle investment of \$50 million or more. Identify how these new initiatives were integrated into the federal budget formulation/execution processes. For each federal program initiative, show:

15.3.1 How key functions of new program initiatives were assessed and integrated into either the existing or projected capabilities of the NAS and Capital Investment Plan, or the Enterprise Architecture/strategic plans of another federal agency. While we are concerned about a functional integration, it should also be presented from a federal financial perspective as well.

15.3.2 Risk assessment of the different technical viable alternatives, leading to the solution recommended for implementation as a new program initiative. There should be a minimum of three (3) technical alternatives considered for each program initiative.

15.3.3 How system engineering principles and practices were used in the new federal program initiative during the budget formulation process. Identify specific impacts resulting

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from your analysis.

15.3.4 For the requirements set forth in Paragraphs 15.3.1 through 15.3.3 above, identify what system(s) were the prime focus of analysis, and the other systems (FAA, DOD, DOC, etc.) analyzed for purposes of integration into their respective operational systems inventory (e.g., NAS). A range of systems analyzed is encouraged. Show key areas of the NAS Architecture or other federal agency Enterprise Architectures involved, and demonstrate your understanding of how it might be used within the FAA for planning purposes. Define how you believe key requirements applicable would be identified, validated, and allocated. The name and phone numbers of the Contracting Officer, the Contracting Officer's Technical Representative (COTR), and other relevant federal government personnel for each project should also be provided.

15.4 **Personnel:** The FAA plans to designate the following individuals as Key Personnel under this contract:

1. Lead Financial Mgmt. Systems Analyst
2. Principal Systems Engineer

For each individual proposed as Key Personnel, the Offeror must submit that individual's qualifications relevant to performing tasks within the scope of the Statement of Work. Qualifications presented should include expertise, academic credentials and training, specific experience and achievements, as well as professional certifications. Additionally, if an individual is proposed who is not currently employed by the Offeror, a one-year letter of commitment must be attached, signed by the Offeror and the individual. For Key Personnel, each submittal must be no greater than 4 pages in length per category, excluding any required one-page letter of intent.

Section J also details the minimum qualifications required for all personnel proposed under this procurement. The offeror shall also provide up to 12 additional resumes (for a total of 14 resumes) of their choosing for individuals proposed to work under this contract that clearly evidence the minimum levels of education and professional/technical expertise as cited in Section J, and represent the offeror's capability to perform the work in areas they believe are key to contract performance. The offeror is required to provide resumes addressing these requirements. Additionally, if an individual is proposed who is not currently employed by the Offeror, a one-year letter of commitment must be attached, signed by the Offeror and the individual. For personnel other than designated Key Personnel, each submittal must be no greater than 3 pages in length per category, excluding any required one-page letter of intent.

Each resume shall have the following certification:

"I hereby certify that Mr./Ms. _____ is:

- (i) currently employed by (name of offeror): or
- (ii) has with (name of offeror) a bonafide employment contract."

Offeror shall insert a check mark next to the correct answer above and have a duly authorized Offeror employee sign as follows:

Authorized Signature: _____
 Date: _____

15.5 **Program Management:** Evaluation of how the Offeror's staff is managed, staffed, and

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retained during periods of varying workload fluctuations, as well as staff recruitment practices. In addition, the proposed project organization and procedures will be considered.

The Offeror (and all corresponding team members) must provide information detailing: (1) how they will be organized in assuring contract performance requirements are met; and (2) based on other task order contracts they have performed, the procedures and methodologies that may be used by the firm to assure that high quality staff continues to support the Agency when temporary "breaks in service" are necessary, due to such factors as lack of funding, untimely administrative processing, etc.

- 15.6 **Past Performance:** Offerors must submit the following information as part of their proposal for both the offeror and proposed major subcontractors: (The information may be submitted prior to the other parts of the proposal, to assist the government in reducing the evaluation period).

A. A list of no more than four (4) of the most relevant contracts and/or subcontracts underway and/or completed during the last three (3) years by the Offeror and/or their proposed subcontractors. All contracts and/or subcontracts referenced should have completed at least one year in their overall period of performance. These 4 contracts may include contracts identified earlier as responsive to other proposal preparation instructions. This will be at the discretion of the Offeror. Contracts listed may include those entered into by the federal government, agencies of state and local governments, and commercial customers. Offerors that are newly formed entities without prior contracts should list contracts and subcontracts as required above for all key personnel. Include the following information for each contract and subcontract:

1. Name of contracting activity
2. Contract number
3. Contract type
4. Total contract value
5. Contract work
6. Contracting Officer and telephone
7. Program manager and telephone
8. Administrative Contracting Officer, if different from # 6, and telephone
9. List of major subcontractors

B. The Offeror shall identify any and all federal contracts terminated in the last five (5) years either for default or for the convenience of the Government. For each applicable contract terminated, the following data shall be provided: (1) Federal Prime Contract Number; (2) Name, e-mail address, and phone number of federal contracting officer; (3) Value of the

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applicable federal prime contract; (4) Description of the work performed (not to exceed 100 words); and (5) Circumstances and/or official reasons as to why the contract/subcontract was terminated.

- C. The offeror may describe any quality awards or certifications that indicate the offeror possesses a high-quality process for developing and producing the product or service required within the last three (3) years. Such awards or certifications include, for example, the Malcolm Baldrige Quality Award, other government quality awards, and private sector awards or certifications (e.g., the automobile industry's QS 9000, Sematech's SSQA, or ANSI/EIA-599). Identify what segment of the company (one division or the entire company) that received the award or certification. Describe when the award or certification was bestowed. If the award or certification is over three years old, present evidence that the qualifications still apply.
- D. Each offeror will be evaluated on his/her performance under existing and prior contracts for similar products or services. Performance information may be used for both responsibility determinations and as an evaluation factor against which offerors' relative rankings will be compared to assure best value to the government. The government will focus on information that demonstrates quality of performance relative to the size and complexity of the procurement under consideration. The Performance Information Form identified in Section J-6 will be used to collect this information.
- E. Offerors should send their listed private sector references a letter to the following effect authorizing the reference to provide past performance information to the government.

Example Authorization Letter:

Dear "Client"

We are currently responding to the Federal Aviation Administration's (FAA) solicitation number DTFAWA-07-R-00024 for the procurement of information security engineering support services.

The FAA is requesting that our clients be identified and help in evaluating our past performance. Should you be contacted by the FAA about work we have performed, please respond to those inquiries immediately.

We have identified _____ of your company as the point of contact based on his/her knowledge of our work. If you have any questions please contact _____ at our company.

Sincerely,

L.16 Volume 3 – Cost Proposal Preparation Instructions

L.16.1 General

The cost/price proposal submitted by the Offeror shall be in a separate, sealed container, plainly marked "COST/PRICE PROPOSAL." It shall be submitted concurrently with the Phase 1 Technical Proposal. Unrealistically low proposed costs or prices, whether submitted initially or subsequently, may be grounds for eliminating a proposal from competition on the basis that the Offeror does not

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understand the requirements.

It is imperative that the Offeror provide a sufficiently detailed explanation of the methodology it uses to derive these components and provide adequate summary data to support its methodology. The methodology the Offeror uses must be consistent with the Offeror's disclosed accounting practices. Additionally, the Offeror shall provide a narrative if the proposal includes exceptions, deviations, or changes to currently approved/disclosed purchasing, and estimating systems.

L.16.2 Cost/Price Schedules

The schedules can be prepared in accordance with those in Section J-4 for the prime offeror, as well as **all** proposed subcontractors. The Offeror has the option of modifying the schedules to meet its needs. There are no page limitations for the cost/price proposal.

Each proposed offeror and subcontractor (regardless of the amount of its proposed subcontract price) must furnish a detailed cost/price proposal identifying labor hours and rates, overhead, other direct cost, travel, subject matter experts and profit. For estimating purpose, FAA anticipates an award date of April 30, 2008.

L.16.3 Direct Labor

The Offeror and its subcontractors must propose costs for the base and option years and identify the overhead rates applied to the direct costs for each performance period.

The estimated labor hours for each labor category appear in Attachment J-4. If the Offeror proposes one or more subcontractors, then the total hours proposed by the Offeror and its subcontractors must equal the labor hours set forth in Attachment J-4. The subcontractor must also provide a cost/price proposal for the base and options years. FAA recognizes that the Offeror's proposed labor categories are different from those identified in Attachment J-4. The contractor must provide a matrix cross-referencing its labor categories and rates with those in Attachment J-4. **The contractor must not use weighted averages to determine the wage rates when proposing its labor rates.** A proposal using weighted wage rates is unrealistic for this cost plus fixed-fee effort.

L.16.4 General & Administrative Costs and Overhead

FAA will verify the overhead and labor rates with the Defense Contract Audit Agency (DCAA) and/or perform an audit. The Cost/Price Proposal should be in sufficient details to allow direct and indirect rate verification and audit of selected costs by the cognizant DCAA office. Therefore, identify the cognizant DCAA office, audit date(s) and whether DCAA approved your accounting system. After award, if DCAA has not approved the accounting system, FAA will request an audit.

If available, provide the approved Forward Pricing Rate Agreement. For those offerors that do not have a Forward Pricing Rate Agreement, provide the actual expense pools, allocation bases, and overhead rates for the last completed company accounting year and contract performance period.

L.16.5 Other Direct Costs

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Failure to identify all costs that will be billed to the FAA will prohibit the Offeror from invoicing those costs during contract performance. If the Offeror intends to charge the government directly for administrative functions such as contract administration, subcontract administration, and contract accounting, then it must propose those costs as additive to the sums indicated below in this clause.

The Government estimates the following costs, which excludes indirect costs and fee, for the upcoming contract:

Contract Year	Subject Matter Experts	Travel	Other Direct Costs
Base	\$560,000	\$151,225	\$23,000
Option 1	579,600	161,071	24,000
Option 2	599,886	167,071	25,000
Option 3	620,868	175,138	26,500
Option 4	642,100	184,071	28,000

The Offeror must include these estimates in its proposal. FAA will not pay profit on travel. Even though FAA estimated the dollar values for "other direct costs," we want to know the types of costs the Offeror considers as other direct costs

An Offeror's proposal should represent its best efforts to respond to the solicitation. Any inconsistencies, whether real or apparent, between promised performance and price should be explained in the proposal. The Cost/Price Evaluation Team may need to discuss the proposal with the technical evaluation team and compare the details with the technical/management/past performance proposals to make an overall determination (a) how well the costs reflect technical approach; (b) consistency; and (c) the Offeror's ability to meet the requirements at the proposed costs/prices to avoid jeopardizing contract performance.

L.16.6 Financial Statements

The Offeror must include in Volume 3 financial statements for each of the last three completed company fiscal years. The financial statements shall include all notes to them, and if the statements have been audited, they must include the auditors' report. If the Offeror is a joint venture, then each firm that is a member of the joint venture must submit financial statements. It is not necessary to submit financial statements of proposed subcontractors. Financial statements should include the following:

- Balance Sheets
- Profit and Loss Statements (Income Statements)
- Statements of Cash Flow
- Statements of Retained Earnings (Statements of Stockholders' Equity)

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L.16.7 *Compensation Plan*

Section I incorporates by reference Clause 3.6.2-15, Evaluation of Compensation for Professional Employees (April 1996). The Offeror must, in accordance with this clause, include in Volume 3 a total compensation plan setting forth salaries and fringe benefits proposed for the professional employees who will work under this contract.

Section I incorporates by reference Clause 3.6.2-15, Evaluation of Compensation for Professional Employees (April 1996). The Offeror and each subcontractor that proposes a total cost in excess of \$2 million must submit compensation plans. The Offeror or subcontractor must, in accordance with this clause, include in Volume 3 a total compensation plan setting forth salaries (amounts) and fringe benefits (description) they plan to offer the professional employees who will work under this contract. The salary information must be by SIR labor category and should cover all categories other than those for Administrative Support.

The Offeror and subcontractor must list, by SIR labor category, the salaries it intends to pay its personnel. The Offeror or subcontractor may express these salaries either as single amounts or as ranges. The salary amounts or ranges should be for the base year of the contract. It is not necessary to include data from compensation surveys or studies, or any other supporting information.

L.17 VOLUME 4 - Oral Presentation Briefing Package:

THE OFFERORS SELECTED TO PARTICIPATE IN PHASE 2 WILL BE DETERMINED BY THE FAA. THEY WILL BE ASKED TO PROVIDE AN ORAL PRESENTATION BRIEFING PACKAGE AND A COST PROPOSAL WITHIN ONE (1) WEEK OF THIS DETERMINATION.

The Offerors will be scheduled to give the oral presentation of the submitted briefing package shortly thereafter. The briefing package must be copies of the slides that the Offeror intends to utilize during the Oral Presentation. The package shall also include the list of presenters depicting name, company, position, and the subject each will be responsible for. Each presenter must be sufficiently knowledgeable in their assigned subject in order to personally clarify questions and/or concerns posed by the FAA Evaluators at the oral presentation. The FAA may allow minor editorial changes to be made to the presentation; however, the Offeror must not be allowed to substantially change the review materials after submission to the Government. Any significant briefing materials that are changed without specific Government request or were not submitted in accordance with L.13 will not be allowed to be presented at the Oral Presentation session and therefore will not be evaluated.

Oral Presentations, General

After being pre-qualified under Phase 1 of this procurement, the offerors selected to participate in Phase 2 will be provided sample tasks and requested to provide an oral presentation to the FAA about how the tasks will be completed. These sample tasks will be provided at least two weeks prior to their scheduled oral presentations. OFFERORS SHOULD NOTE, HOWEVER, THAT THEY MUST SUBMIT THEIR BRIEFING PACKAGES WITHIN ONE (1) WEEK AFTER BEING PROVIDED THE SAMPLE TASKS, AT THE TIME AND LOCATION SPECIFIED BY THE CONTRACTING OFFICER.

After their oral presentation, each Offeror must also be prepared to answer questions posed by FAA evaluation personnel. The purpose of the oral presentation is to assess the Offeror's understanding of and the ability to successfully perform the technical requirements of the contemplated contract.

The FAA reserves the right to create additional Section H clauses, as deemed necessary and appropriate, for the purpose of contractually invoking, and thereby making contractually binding, any

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aspect of an Offeror's oral presentation or written submissions if deemed in the best interest of the FAA.

Neither the oral presentation nor the question and answer session will constitute discussions, as defined in the FAA AMS, nor will they obligate the FAA to conduct discussions or to solicit or entertain any revisions to the initial offer or to call for a best and final offer.

The Contracting Officer will schedule the oral presentations and will notify each Offeror of the date, time, and location of its oral presentation after the FAA receives the Oral Presentation Briefing Package. The FAA reserves the right to reschedule an Offeror's oral presentation at the discretion of the Contracting Officer.

The oral presentation will be limited to 30 minutes for each sample task. The time limit will begin with the FAA's direction to begin. The presentation will be immediately terminated at the completion of the specific time limit, unless the Offeror completes its presentation prior to the expiration of the time limit. At the conclusion of the briefing or time limit, whichever occurs first, the Government may ask questions of the briefer. The questions and answers will not count against the time limit. The government will evaluate the information presented during the briefing, as supplemented by the briefing charts, and the knowledge demonstrated by the presenter. Answers to the questions, if any, will be considered by the evaluators in determining the Offeror's scores. The FAA will advise Offerors of the maximum number of people they may bring to the presentation. Both proposed Key Personnel will be expected to attend. If key personnel are unable to attend, the offeror is at risk for elimination from further consideration.

It is anticipated that the oral presentation will be held in a conference room. Presenters will be sitting at a conference table. There will not be a podium. The Offeror must provide its own video projector for the presentation. Any other logistics needed beyond that should be conveyed to the Contracting Officer at least 48 hours before the presentation is scheduled. Each Presenter should have a slide and a paper handout with their introductory information and the presenter's introduction of him/herself by name, position, and company affiliation, as well as an outline summary page of the presentation.

There will be 3-5 sample Task Orders provided for Offerors to prepare their plans for the oral briefings. Offerors will be provided a total dollar amount (e.g., \$2 million) for the performance of all sample Task Orders. The Offeror will be responsible for the allocation of resources on each individual Task Order they deem appropriate to successfully complete all assigned tasks.

The Offeror must use the briefing to explain its understanding, of the task, its approach to responding to and meeting the specifics of the task, as well as the allocation of required labor resources for needed hours only. No labor costs are to be shown. (In addition, Offerors will be required to provide an EXCEL spreadsheet to the Contracting Officer on a computer file, showing the total estimated costs (direct & indirect), other direct costs, and applicable fees anticipated to be earned as well.) The Offeror should identify any additional types of information it believes are needed in the performance of the resource allocation process or the task. The Offeror should use not more than 12 slides per sample task, with one additional introductory slide. The slides should highlight information in the briefing. Slides must be substantially the same as the copies provided with the Oral Presentation Briefing Package. Substantial changes to the material provided in the Oral Presentation Briefing Package will not be allowed. Any substitution of substantial information will result in that substantiation not being scored or evaluated.

No cost information shall be included in the presentation charts or narrative whatsoever.

Only the Offeror's original oral presentation will be evaluated and scored. The government may request clarification if something in the presentation is not clear, but the Offeror will not be allowed to change its presentation.

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SAMPLE TASK ORDER BRIEFING

The Oral Presentation Briefing provides the Offeror an opportunity to demonstrate their understanding, approach, and the personnel resources necessary to perform the work, as well as the Offeror's experience with similar work.

The Offeror will be expected to demonstrate its understanding of the technical issues involved in performing the requirements detailed in Section C of this SIR.

Oral Presentation Sample Task

UNDERSTANDING THE PROBLEM: The Offeror must demonstrate its understanding of the technical issues involved in each task by identifying the problem and formulating the objectives. Known and/or anticipated risks should be identified, as well as risk mitigation strategies.

TECHNICAL APPROACH:

The Offeror must identify the technical approach and assumptions used and how work will be assigned. Their rationale as to why the recommended approach is optimal for FAA needs should also be shown.

The Offeror should also briefly discuss up to two (2) alternative innovative approaches it believes may offer a solution to the problem, and why these solutions were not believed optimal.

APPROPRIATE RESOURCES:

The Offeror must provide a description of each labor category, the identification of planned personnel within the category, and the number of respective hours for each individual and category required to perform the sample task.

L.18 COMPLIANCE WITH INSTRUCTIONS

The FAA will consider the ability of the Offeror to fully comply with these instructions during the evaluation. The FAA will consider an Offeror's noncompliance, or any attempt to evade the requirements imposed by these instructions as indicative of the Offeror's conduct during contract performance. Therefore, the FAA reserves the right to treat noncompliance with these instructions as a contract performance risk and may treat such risk as grounds to eliminate any Offeror from award consideration.

L.19 OFFEROR STATEMENTS

Offerors are cautioned as to the veracity of statements, promises or offers made during the written or oral presentations, as the FAA reserves the right to contractually invoke any statement, promise or other offer of any kind made during the evaluation process through the creation of one or more Section H Clauses in order to bind the Offeror to any specific representation made to the FAA.

L.20 RELEVANT ATTACHMENTS

The following 2 attachments will be used in the evaluation of Past Performance of prime offerors. They may also be used in evaluating the past performance of proposed subcontractors as well.

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Section J-6, Phase 1 Past Performance Questionnaire

PAST PERFORMANCE QUESTIONNAIRE	
I. CONTRACT IDENTIFICATION	
i. Name:	<div style="border-bottom: 1px solid black; height: 1.2em; width: 100%;"></div>
ii. Description	<div style="border-bottom: 1px solid black; height: 1.2em; width: 100%;"></div>
iii. Geographic distribution of services under this contract, i.e., local, nationwide, worldwide:	<div style="border-bottom: 1px solid black; height: 1.2em; width: 100%;"></div>
iv. Number of locations serviced by this contract:	<div style="border-bottom: 1px solid black; height: 1.2em; width: 100%;"></div>
II. EVALUATION	
A. Performance History:	
1.	<div style="display: flex;"> <div style="flex: 1;"> <p>To what extent did the contractor adhere to contract delivery schedules.</p> </div> <div style="flex: 2;"> <p>Considerably surpassed minimum requirements 4</p> <p>Exceeded minimum requirements 3</p> <p>Met minimum requirements 2</p> <p>Less than minimum requirements 1</p> </div> </div>
<i>Comment:</i>	
2.	<div style="display: flex;"> <div style="flex: 1;"> <p>To what extent did the contractor submit required reports and documentation in a timely manner?</p> </div> <div style="flex: 2;"> <p>Considerably surpassed minimum requirements 4</p> <p>Exceeded minimum requirements 3</p> <p>Met minimum requirements 2</p> <p>Less than minimum requirements 1</p> </div> </div>
<i>Comment:</i>	
3.	<div style="display: flex;"> <div style="flex: 1;"> <p>To what extent were the contractor's reports and documentation accurate and complete?</p> </div> <div style="flex: 2;"> <p>Considerably surpassed minimum requirements 4</p> <p>Exceeded minimum contractual requirements 3</p> <p>Met minimum requirements 2</p> <p>Less than minimum requirements 1</p> </div> </div>
<i>Comment:</i>	
4.	<div style="display: flex;"> <div style="flex: 1;"> <p>To what extent was the contractor able to solve contract performance problems without</p> </div> <div style="flex: 2;"> <p>Considerably successful 4</p> </div> </div>

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	extensive guidance from government counterparts?	Generally successful 3 Little success 2 No success 1
	Comment:	
5.	To what extent did the contractor display initiative in meeting requirements?	Displayed considerable initiative 4 Displayed some initiative 3 Displayed little initiative 2 Displayed no initiative 1
	Comment:	
6.	Did the contractor commit adequate resources in timely fashion to the contract to meet the requirement and to successfully solve problems?	Provided abundant resources 4 Provided sufficient resources 3 Provided minimal resources 2 Provided insufficient resources 1
	Comment:	
7.	To what extent did the contractor submit change orders and other required proposals in a timely manner?	Considerably surpassed minimum requirements 4 Exceeded minimum requirements 3 Met minimum requirements 2 Less than minimum 1
	Comment:	
8.	To what extent did the contractor respond positively and promptly to technical directions, contract change orders, etc.?	Considerably surpassed minimum requirements 4 Exceeded minimum requirements 3

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		Met minimum requirements 2
		Less than minimum requirements 1
	Comment:	
9.	To what extent was the contractor effective in interfacing with the Government's staff?	Extremely effective 4 Generally effective 3 Generally ineffective 2 Extremely ineffective 1
	Comment:	
B. TERMINATION HISTORY		
10.	Has this contract been partially or completely terminated for default or convenience?	Yes [Default Convenience] No If yes, explain (e.g., inability to meet cost, performance, or delivery schedules).
	Comment:	
11.	Are there any pending terminations?	Yes No If yes, explain and indicate the status.
	Comment:	
C. EXPERIENCE HISTORY		
12.	To what extent did the contractor coordinate, integrate, and provide for effective subcontractor management?	Considerably surpassed minimum requirements 4 Exceeded minimum requirements 3 Met minimum requirements 2 Less than minimum requirements 1
	Comment:	

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13.	To what extent did the contractor provide timely technical assistance, both on-site and off-site, when responding to problems encountered?	Considerably surpassed minimum requirements 4 Exceeded minimum requirements 3 Met minimum requirements 2 Less than minimum requirements 1
Comment:		
14.	To what extent did the contractor meet the response times in the contract?	Considerably surpassed minimum requirements 4 Exceeded minimum requirements 3 Met minimum requirements 2 Less than minimum requirements 1
Comment:		
27.	How technically qualified were the maintenance personnel?	Extremely qualified 4 Satisfactorily qualified 3 Minimally qualified 2 Technically deficient 1
Comment:		
D. COST MANAGEMENT		
28.	To what extent did the contractor meet the proposed cost estimates?	Less than estimated cost 4 Comparatively equal to estimate 3 Exceeded the costs 2 Considerably surpassed estimate 1

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	<i>Comment</i>	
E.	NARRATIVE SUMMARY	Use this section to explain additional information not included above.

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PHASE 1 PAST PERFORMANCE EVALUATION RECORD

A separate record must be completed for all contracts awarded the competing organization within the past three years. A performance evaluation document will be submitted to the COTR for completion and used to evaluate your organization's past performance.

1. Contractor Identification			2. Contract No.:		
a. Name:			3. Date of Award:		
b.			4. Type of	a. Negotiated	b. Sealed Bid
Address:			Contract:		
c. City:				c. Fixed Price	d. Cost Reimbursement
d. State:	e. Zip Code:			e. Total contract value	

5. Please provide a description & location of work, the contracting officer, the program manager & a list of subcontractors: *[Attach additional pages as necessary and provide phone numbers for points of contacts]*

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3.1-1 Clauses and Provisions Incorporated by Reference (September 2002)

This screening information request (SIR) or contract, as applicable, incorporates by reference one or more provisions or clauses with the same force and effect as if they were given in full text. Upon request, the Contracting Officer will make the full text available, or offerors and contractors may obtain the full text via Internet at: <http://fast.faa.gov> (on this web page, select "Contract Writing/Clauses").
 (End of provision)

3.2.4-31 Evaluation of Options (April 1996)

M.1 GENERAL

Formal source selection procedures will be used in the evaluation of all responses received in response to the Screening Information Request (SIR) for the proposed Financial Analysis and Support Services (FASS). The following sections will be considered in the evaluation process:

- (a) Technical Proposal and Cost Proposal (Phase 1)
- (b) Oral Presentation (Phase 2)

All offers will be subject to a detailed technical and cost proposal evaluation by respective teams who will evaluate each in accordance with a pre-established evaluation plan and evaluated in accordance with Provision M.2 below.

Technical proposals will be evaluated, rated and scored in accordance with the pre-established evaluation factors listed in clause M.2. Cost proposals will be evaluated on the basis of cost realism. Oral Presentations will be evaluated and scored in accordance with M.2.

M.2 EVALUATION CRITERIA AND THE BASIS FOR AWARD

Award will be made to the responsible offeror whose proposal, conforming to the SIR provides the best value to the Government. The offeror's technical proposal and oral presentation are considered to be significantly more important than the cost proposal. Although cost is the least important evaluation factor, it is an important factor and should not be ignored. The degree of its importance will increase with the degree of equality of the technical proposals in relation to the other factors on which selection is to be based. Furthermore, costs will be evaluated on the basis of cost realism. Cost realism pertains to the offeror's ability to project costs that are realistic and reasonable and indicate that the offeror understands the nature and scope of work to be performed.

The evaluation factors and sub-factors are listed below in descending order of importance in Section #5, Basis of Award, below. The procurement will involve 3 distinct Phases:

- Technical Approach (Phase 1)
- Oral Presentations on Sample Tasks (Phase 2)
- Total Evaluated Cost Proposal

1. Technical Approach (Phase 1)

Technical Approach will be scored with the following factors, listed in descending order of importance. Factor 1, however, is significantly more important than Factor 2:

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Factor 1, Knowledge and Demonstrated Experience with DOT/FAA Accounting, Budgeting, and Investment Analysis Policies and Procedures (3 Sub-factors): Specific sub-factors are listed in descending order of importance: (1) Ability to identify specialized needs and capabilities in creating the specific requirements and data queries within ORACLE-based, federal financial systems, such as DELPHI; (2) Substantiated capability to develop the ORACLE-based data sets and structures to integrate with other FAA financial systems; and (3) Knowledge and understanding of FAA (or comparable federal) investment analysis policies using the AMS principles.

Factor 2, Knowledge of FAA Work Requirements and Constraints (5 Sub-factors): FAA strives to become recognized as among the most pre-eminent in federal government in terms of its capabilities involving budget formulation/accounting practices, management, and execution, as well as other areas involving financial allocation and control. The 5 sub-factors that will be considered, listed in descending order of importance, are:

- (1) Assessment of 5 key areas of functionality or capability necessary and recommended by the Offeror to enhance the processes or applications of either DELPHI or other ORACLE-based financial software used by other federal agencies in improving their financial management, including identification of possible realistic methods of resolution and key risk areas considered and evaluated;
- (2) Knowledge and understanding for transforming business processes, technology, culture, and regulations in a systematic and integrated fashion in order to have a positive impact on organizational work processes;
- (3) demonstrated knowledge and experience with federal budget formulation and execution operations, especially as they involve financial responsibilities, including organizational structures and relationships, functions, and key organizational points of interaction;
- (4) Demonstrated real time cost accounting federal skills and expertise, including experience with the use, operation, and maintenance of the ORACLE-based financial databases from the FAA or other federal user perspective; and
- (5) experience and understanding of the relevance of the strategic plans used by federal agencies [e.g., Capital Investment Plan (CIP)] in relation to the NAS programs, strategic planning and budget authorization processes.

Factor 3, System Engineering Investment/Budgetary Evaluations (3 Sub-factors):

Demonstrated knowledge and capability related to system engineering work for the conduct of financial/budgetary assessments on the proposed plans and needs of individual programs for fiscal year budget cycles. The ability to evaluate a proposed approach as to: (a) whether it "makes engineering sense," in terms of the course of action being considered; (b) its viability in terms of assuring programmatic and financial success; and/or (c) The identified risk factors having been properly considered and managed. Maintain adherence to federal and industry system engineering practices. Knowledge and familiarity with the NAS Architecture and the NAS Architecture database. Familiarity with system engineering from a lifecycle perspective as it is practiced within the FAA.

The 3 sub-factors used to evaluate this factor, listed in descending order of importance, are: (1) Ability to conduct engineering assessments on new capital program initiatives and/or major changes to existing programs from a federal financial analytical perspective; (2) Risk assessment of different technical options used in the identification of viable alternatives, leading to the solution recommended for implementation; and (3) Understanding of system engineering processes and procedures, especially as used in the federal budget formulation process and new capital program initiatives as they ultimately will pertain to the NAS, crossing its multiple domains.

Factor 4, Personnel (3 Sub-factors): The degree to which the Offeror's proposed personnel are qualified with regard to performing tasks within the Statement of Work. Two individuals will be designated as Key Personnel:

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1. Lead Financial Mgmt. Systems Analyst
2. Principal Systems Engineer

The expertise, academic credentials and training, specific experience, professional certifications, and achievements of the proposed key personnel will be considered. Knowledge and familiarity with the DOT/FAA financial organizational structures and lines of businesses and/or Service Units will also be evaluated.

The FAA will also evaluate the capabilities and expertise of the other 12 resumes (for a total of 14 resumes) provided. The expertise, academic credentials and training, specific experience, professional certifications, and achievements of these personnel will be considered. Knowledge and familiarity with the DOT/FAA financial organizational structures and lines of businesses and/or Service Units that these individuals possess will also be evaluated.

The 3 sub-factors, listed in descending order of importance, are: (1) Demonstrated knowledge, skills, and abilities of the proposed contract personnel (especially designated Key Personnel). This will include an assessment of the Offeror's ability to identify and recruit for needed skill positions within the limitations set forth in Section L of this SIR; (2) Knowledge and demonstrated capability in the use of ORACLE on federal financial systems, as it pertains to the execution of specific "queries" and the creation of specialized reports generated from the given system; (3) Types and skill mixes of all resumes provided, as well as professional accreditations. On the last sub-factor, the FAA will also evaluate the positions proposed in terms of how critical they are to the overall performance and success of this effort

Factor 5, Program Management (2 Sub-factors): Evaluation of how the Offeror's staff is managed, staffed, and retained during periods of varying workload fluctuations, as well as staff recruitment practices. In addition, the proposed project organization and procedures will be considered. The 2 sub-factors are listed in descending order of importance: (1) Management, recruitment, and retention of high quality staff during periods of work fluctuation; and (2) Project organization (including subcontract management) and management.

Factor 6, Past Performance and Credentials (Phase 1)

The experience, abilities and credentials of the individuals on the proposed team shall be included. Experience may include work performed either as a prime contractor or as a subcontractor.

Past performance will be scored with one factor:

2.a Results or performance evaluations provide evidence of fully successful performance on prior contracts (of similar scope, size and complexity) and demonstrate a high degree of confidence the project requirements in the SOW will be successfully completed. Noteworthy, creative, and/or innovative approaches to prior research will be considered.

References other than those identified by the offeror may be contacted by the FAA with the information received used in the evaluation of the offeror's past performance.

The rating for this criteria will either be "Satisfactory" or "Unsatisfactory." Offerors must have a rating of "Satisfactory" on this factor in order to be considered for participation in Phase 2 of this procurement.

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2. Oral Presentation (Phase 2)

Phase 2 includes the evaluation of Oral Presentations and briefing materials. The offeror will be required to provide an oral presentation to the FAA team describing how the sample tasks will be completed. The offeror will be evaluated based upon their responses to the sample tasks, their suggestions for eliminating or correcting any weaknesses or deficiencies from Phase 1, and the evaluated cost proposal.

The purpose of the oral presentation is to assess the Offeror's understanding of and their ability to successfully perform the technical requirements of the contemplated contract. The government will evaluate the information presented during the briefing, as supplemented by the briefing charts, and the knowledge demonstrated by the presenter. Answers to the questions, if any, will be considered by the evaluators in determining the Offeror's scores.

Only the Offeror's original oral presentation will be evaluated and scored. The government may request clarification if something in the presentation is not clear, but the Offeror will not be allowed to change its presentation.

The factors used in evaluating the oral presentations on each of the Sample Task Orders are listed in descending order of importance, and are as follows:

Factor 1, Understanding of the Problem (4 Sub-factors): The degree or likelihood to which the Offerors' recommended solution demonstrates comprehension of the complexity of the sample task, and the identification of strategic issues towards implementing a successful solution. Knowledge of appropriate policies and procedures relevant to the requirement will be assessed. There are 4 sub-factors, which are in descending order of importance: (1) Problem/goal assessment; (2) Task objectives; (3) Knowledge of relevant DOT/FAA applicable directives and policies; and (4) Strategic impacts.

Factor 2, Technical Approach (3 Sub-factors): The degree or likelihood to which the Offerors' technical approach for implementing the requirements is logical, valid, and feasible. The solution must be achievable, given the requirements, associated risks, and the appropriate risk mitigation activities. The degree to which any innovative alternative approach(s) may offer a logical, valid, feasible, and potentially achievable solution to the problem will also be evaluated. There are 3 sub-factors, identified in descending order of importance: (1) Proposed technical approach; (2) Risks; and (3) Alternative approaches considered.

Factor 3, Appropriate Resources (3 Sub-factors): The degree or likelihood to which the Offeror identifies the appropriate number and types of resources, both personnel and equipment, necessary for successfully conducting the work. There are 3 sub-factors, identified in descending order of importance: (1) Proposed labor resources; (2) Level of effort; and (3) Allocation of resources, both for the specific task, as well as all task orders in general.

FAA Personnel assigned to conduct the cost evaluation will validate the Offeror's proposed costs for each Sample Task with the evaluated cost proposal.

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3. Cost Proposal (Submitted at Phase 1 & evaluated at Phase 2)

The Cost is submitted at Phase 1 and evaluated on the basis of cost realism at Phase 2. Unrealistically low proposed costs may be grounds for elimination of the offeror from competition on the basis that the offeror does not understand the requirements.

4. Basis of Award

The Government reserves the right to make award on initial proposals, without requesting best and final offers. Therefore, each offeror is urged to submit their best proposal.

Final award of the FASS contract will be based on the combined results of the Phase 1 and 2 evaluations, as well as the total evaluated cost and fixed fee. Phase 2 results will be of significantly greater weight than Phase 1. The rank order of importance of all technical factors are listed in descending order of importance, and are:

- 1. Phase 2 Results**
- 2. Phase 1 Results**

These combined technical considerations have greater weight than the evaluated total estimated cost and fixed fees in the determination of which proposal is most advantageous to the FAA.

5. Evaluation Process (Phase 2)

The Offeror(s) that provides the best overall value to the FAA will be selected for award. One (1) award will be made to the offeror whose proposal is determined to be advantageous to the Government. The selection factors are not limited to cost considerations, but also technical considerations based on written proposals, and oral briefings based on sample task orders, risk assessment and assessment of past performance. Technical considerations will have significantly greater weight than cost in determining who will receive contract award(s). Therefore, the proposal(s) with the lowest total cost proposal may not necessarily provide the overall best value to the FAA.

Offeror's proposals will be evaluated in two Phases. Phase 1 will evaluate the Offeror's written Technical Proposals, Key Personnel, and Knowledge of the FAA's Concerns in the Office of Finance. All pertinent aspects of the evaluation will be documented via the guidance and forms provided in this plan, and provided to the Contracting Officer (CO). If, after Phase 1 of the evaluation, an Offeror does not demonstrate a reasonable chance of receiving this award, then that Offeror will be eliminated from further consideration. Offerors that demonstrate a reasonable chance of receiving this award after Phase 1 will be provided with a list of weaknesses or deficiencies along with sample tasks (in descending order of importance), which will be used to prepare for Phase 2 of the evaluation. Phase 2 will include evaluation of Oral Presentations and briefing materials, based upon the Offeror's responses to the sample tasks, their suggestions for eliminating or correcting any weaknesses or deficiencies from Phase 1, and the evaluated estimated cost. (While Offerors will submit their cost proposal at Phase 1, because of its complexity, they will not be considered until Phase 2.) Again, all pertinent aspects of the evaluation for Phase 2 will be documented via the guidance and forms provided in this plan and provided to the CO.

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Final award of the FASS contract will be based on the combined results of the Phase 1 and 2 evaluations. Phase 2 results will be of significantly greater weight than Phase 1. Individual teams will be assembled to conduct separate evaluations for each of the Offerors' submissions, i.e. a Technical Proposal and Past Performance Team, an Oral Presentation Team, and a Cost Team. Individuals from the Cost Team will not be permitted to participate on any of the other teams, and the Cost and Price Proposals will not be revealed to any of the other evaluation team members during the evaluation process.

6. DEFINITIONS

The following definitions are applicable for describing evaluator findings within an Offeror's proposal that will be used to assess clarity, evaluate risks, and/or support the overall adjectival ratings evaluators will assign to each evaluation factor.

a. Ambiguity

A descriptive statement(s), written or oral, capable of being understood in two or more possible ways, conflicting statements in various parts of the Offeror's proposal or presentation, or a descriptive statement(s), written or oral, which cannot be fully understood.

b. Deficiency

A deficiency is a descriptive statement(s), oral or written, or the lack thereof, that causes the Offeror's proposal or presentation to fail to meet the FAA's requirements or needs or does not allow evaluators to determine if the FAA's requirements and needs contained within the SIR have been met.

c. Strength

A description indicating that the Offeror exceeds the requirements of the FASS Statement of Work and/or provides an especially thoughtful, innovative, or unique solution to a technical, management, or operational problem or requirement; or an exceptional device, approach, or process which saves time, saves material, reduces risk, or reduces cost. Strength serves to enhance an Offeror's capabilities and probability of successful performance of the work FAA seeks under the FASS Contract.

d. Weakness

An element in the Offeror's proposal or presentation, oral or written, that while marginally meeting the FAA's requirements and needs, as contained within the SIR, was not presented in such a manner to permit a complete analysis of an Offeror's understanding of the work, capabilities to perform the work successfully, probability of successful performance, relevant experience, and past performance of similar type work efforts.

Note: "Weakness" is defined only in relation to the FAA requirements, not as compared to other offerors' proposals.

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e. Risk

An element found within an Offerors' proposal which, when assessed, presents a degree of uncertainty as to the ability, capability, or probability that the Offeror can or will deliver all aspects of the FASS work effort. Evaluators are required to assess the potential risks identified in each Offeror's proposal for each of the evaluation factors using the following adjectival descriptions:

High Risk: Great potential exists for serious work performance problems including, but not limited to: work schedule disruptions, quality problems, and/or a substantial increase in contract costs incurred by the Government;

Moderate Risk: Some potential exists for work performance problems including, but not limited to: work schedule disruptions, quality problems, and/or a commensurate increase in contract costs incurred by the Government; and,

Low Risk: Minimal or no potential exists for work performance problems, including, but not limited to: work schedule disruptions, quality problems, and/or a limited increase in contract costs incurred by the Government.